

Chapter 4 • Goals, Objectives, Strategies and Activities

<p>Learning to Use A Moral Compass</p>		<p>Children who commit crimes can end up at the Naselle Youth Camp operated by DSHS Juvenile Rehabilitation Administration. Columnist Kathleen Merryman of <i>The News Tribune of Tacoma</i> went to the camp to find out what happens to the children who take wrong turns. She found some boys and girls learn to fight fires there as well as some lessons about life.</p> <p>Photo Courtesy: Naselle Youth Camp</p>
--	--	---

The strategic goals identified by the DSHS Executive Team for the period between Fiscal Years 2006 and 2011 are built upon our current executive philosophy. Listed below are the DSHS strategic goals for FY06-11.

- A. Improve the Health and Safety of Communities and Clients
- B. Improve Client Self-Sufficiency
- C. Improve Accessibility and Service Integration
- D. Improve Customer Service
- E. Improve Prevention and Care
- F. Improve Financial Resources Management
- G. Improve Quality Assurance and Business Practices
- H. Improve Eco-Environmental Sustainability
- I. Improve Workforce Development and Diversity

During this strategic planning process, DSHS programs developed objectives and strategies that would contribute to the department's strategic goals, as summarized in the following pages. In this plan, each of the strategies is also accompanied by a list of program activities, as requested by OFM. These activities are consistent with those in OFM's Agency Activity Inventory System.

To avoid redundancies, some of the strategies that apply to multiple or all DSHS programs do not have specific activities attached.

GOAL A: IMPROVE HEALTH AND SAFETY OF COMMUNITIES AND CLIENTS

Objective 1: Improve the safety of vulnerable children and adults

Strategies:

- 1) Protect children from abuse and neglect by reducing chronic and recurrence of maltreatment, increasing safety for children placed in out-of-home care, and initiating timely investigations of reports of child maltreatment

(Activities: Child Protective Services, Family Reconciliation Services, Division of Licensed Resources, Alternative Response System, Family Foster Home Care, Family Support Services, Other Foster Care Services, Public Health Nurses, Victim Assistance Program)

- 2) Help families and communities improve the well-being of children in their own homes and in out-of-home care by increasing worker visits and responding to needs of child, parents and foster parents

(Activities: Child Protective Services, Child Welfare Services, Division of Licensed Resources, Family Foster Home Care, Family Reconciliation Services, Family Support Services, Medicaid Treatment Child Care, Other Foster Care Services, Public Health Nurses)

- 3) Provide quality services in the least restrictive settings that are cost-effective and appropriate to clients' health and safety needs

(Activities: Nursing Home Services, LTC In-home Services, Residential Programs, Residential Habilitation Facilities, Personal Care, Medicaid Program for Aged, Blind and Disabled, Optional Health Benefits: Dental, Vision, and Hearing, Residential Program, LTC Eligibility/Case Management Services, LTC Residential Community Services, Employment and Day Programs, Public Safety Services, Field Services, Family Support Program for Developmental Disabled Clients, LTC Adult Day Health Community Services, State Operated Living Alternatives, Program for All-Inclusive Care for the Elderly, Professional Services for DD Clients)

- 4) Improve complaint investigation and crisis response systems for long-term care and developmentally disabled clients

(Activities: Nursing Home Services, Residential Program, Professional Services for DD Clients, LTC In-home Services, Residential Programs, Residential Habilitation Facilities, Personal Care, Medicaid Program for Aged, Blind and Disabled, LTC Eligibility/Case Management Services, LTC Residential Community Services, LTC Investigations/Quality Assurance, Public Safety Services)

- 5) Provide families with access to quality child care services that promote healthy child development

(Activities: Working Connections Child Care Program, Program Support, Medicaid Treatment Child Care)

- 6) Protect the health and safety of youth in our care by integrating cognitive behavioral therapy as the primary intervention and investing in capital improvements that support safety, security and therapeutic programming

(Activities: Institutional Services for State Committed Juvenile Offenders, Community Services for Locally Committed Juveniles, Parole Transitional Services for State Committed Juvenile Offenders, Community Facility Transitional Services for State Committed Juvenile Offenders, Preventative Services for Juveniles)

Objective 2: Improve the health of clients who need medical, mental, or chemical dependency treatment services

Strategies:

- 1) Improve our citizens' health by purchasing evidence-based health care services

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Consolidated Drug Purchasing, Medically Indigent Program)

- 2) Establish appropriate use and capacity of state psychiatric hospitals and promote services delivered in community settings

(Activities: Community Mental Health Prepaid Health Services, Mental Health Facilities Services, Other Community Mental Health Services, Other Community Programs, Family Support Program for Developmentally Disabled Clients)

- 3) Enhance the health of clients, families, and communities by providing needed access to quality chemical dependency treatment services

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Chemical Dependency Prevention Services, Support Services for Clients Receiving Drug and Alcohol Treatment)

Objective 3: Reduce recidivism and risks that threaten public safety

Strategies:

- 1) Expand access to chemical dependency treatment alternatives to incarceration to reduce crime, enhance public safety and reduce costs

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Chemical Dependency Prevention Services, Support Services for Clients Receiving Drug and Alcohol Treatment)

- 2) Administer the Special Commitment Center's secure treatment program for sexual offenders in a new stand-alone institution on McNeil Island

(Activities: Civil Commitment-Sexual Predators)

- 3) Implement evidence-based treatment services with youth in residential care and during parole aftercare that are proven to reduce recidivism

(Activities: Institutional Services for State Committed Juvenile Offenders, Community Services for Locally Committed Juveniles, Parole Transitional Services for State Committed Juvenile Offenders, Community Facility Transitional Services for State Committed Juvenile Offenders, Preventative Services for Juveniles)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☒ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☒ Public Value ☒ Customer Perspective ☐ Financial Perspective ☐ Internal Process ☐ Learning/Growth

GOAL B: IMPROVE CLIENT SELF-SUFFICIENCY

Objective 1: Provide services that reduce poverty and help people become self-sufficient

Strategies:

- 1) Conduct effective assessment and case management for TANF families so that people can be quickly connected to the services and benefits they need to make successful transitions from welfare to economic self-sufficiency

(Activities: Temporary Assistance to Needy Families, WorkFirst Employment and Training, Food Stamp Administration, Automated Client Eligibility Systems, Employment Support Services, Refugees, Other Client Services, Diversion Cash Assistance, Immigrant State Food Assistance, Refugee Assistance Income, Supplemental Security Income Payments, Child Support Recoveries, Medicaid for Optional Children, SCHIP, Consolidated Emergency Assistance)

- 2) Work with community partners to increase participation by low-income families and individuals in Washington's Basic Food Program

(Activities: Food Stamp Administration, Immigrant State Food Assistance)

- 3) Improve access by low-income families to affordable child care

(Activities: Working Connections Child Care Program)

- 4) Increase child support collections for poor children, and improve medical support order enforcement to provide more children with access to the health care coverage they need from their parents

(Activities: Child Support Enforcement)

Objective 2: Provide transition support to encourage client self-sufficiency

Strategies:

- 1) Provide effective assistance and career choices to people with disabilities who are of working age and able to work

(Activities: Employment and Day Programs, Vocational Rehabilitation Direct Client Services, Vocational Rehabilitation Counseling and Guidance, Optional Health Care for Workers with Disability, Vocational Rehabilitation Projects and Grants)

- 2) Strengthen partnerships among state, counties and schools to expand high school transition employment opportunities for persons with disabilities

(Activities: Employment and Day Programs, Vocational Rehabilitation Direct Client Services, Vocational Rehabilitation Counseling and Guidance, Optional Health Care for Workers with Disability, Vocational Rehabilitation Projects and Grants)

- 3) Avoid out-of-home placements of vulnerable adults and children with developmental disabilities by providing information, training, support and preventive services to family and other informal caregivers

(Activities: LTC In-Home Services, LTC Eligibility/Case Management Services, Field Services, Personal Care, Medicaid Program for Aged/Blind/Disabled, General Assistance – Interim SSI, Optional Health Benefits: Dental/ Vision/Hearing, Family Support Program for Developmentally Disabled Clients, Program for All-Inclusive Care for the Elderly)

- 4) Improve permanency and stability for children who cannot stay in their own homes, preserve their connections with parents, siblings and other significant people, increase relative placements, and include provisions for early identification of cultural heritage

(Activities: Child Welfare Services, Division of Licensed Resources, Family Foster Home Care, Other Foster Care, Family Support Services, Crisis Residential Center, Secure Crisis Residential Center, Hope Center, Responsible Living Skills Program, Street Youth Program, Adoption Medical, Adoption Services and Support, Behavioral Rehabilitative Services)

- 5) Provide expanded access by public assistance clients to needed chemical dependency treatment services to improve self-sufficiency, expand employment, and reduce reliance on public assistance

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Support Services for Client Receiving Drug and Alcohol)

Objective 3: Improve treatment results to enable client self-sufficiency

Strategies:

- 1) Increase treatment retention and completion to help chemically dependent persons become self-sufficient

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Support Services for Client Receiving Drug and Alcohol)

- 2) Implement a cognitive-behavioral evidence-based Integrated Treatment Model to maintain a strong continuum of care for juveniles and to encourage active family involvement and life skills development

(Activities: Institutional Services for State Committed Juvenile Offenders, Parole Transitional Services for State Committed Juvenile, Community Facility Transitional Services for State Committed Juvenile Offenders, Community Services for Locally Committed Juveniles, Preventative Services for Juveniles)

- 3) Give consumers a voice in the mental health system and involve them in program planning and the recovery process

(Activities: Community Mental Health Prepaid Health Services, Mental Health Facilities Services, Other Community Mental Health Services)

- 4) Promote vocational services to civilly committed sex offenders to prepare them for work opportunities appropriate to their treatment and residential needs

(Activities: Civil Commitment – Sexual Predators, Civil Commitment – Less Restrictive Alternatives)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☒ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☒ Public Value ☒ Customer Perspective ☒ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL C: IMPROVE ACCESSIBILITY AND SERVICE INTEGRATION

Objective 1: Increase community partnerships to leverage resources

Strategies:

- 1) In collaboration with our community partners, increase shared understanding of unmet need and service outcome

(Activities: All programs that apply)

- 2) Develop partnership strategies that give community partners a greater voice and decision making in how services should be coordinated and delivered

(Activities: All programs that apply)

- 3) Use partnership strategies that leverage and align resources to achieve service outcomes

(Activities: All programs that apply)

Objective 2: Provide integrated services and coordinated case management

Strategies:

- 1) Build partnerships, infrastructure and systems to support integrated services and coordinated case management

(Activities: All programs that apply)

- 2) Explore opportunities for facility co-location with service partners to improve service accessibility

(Activities: All programs that apply)

Objective 3: Provide coordinated health care services to Medicaid clients

Strategies:

- 1) Increase number of children and adults served under joint mental health treatment plans by developing protocols and reducing administrative barriers

(Activities: All programs that apply)

- 2) Provide integrated health care to persons needing services from multiple systems such as long-term care, mental health, chemical dependency treatment, or preventive health care

(Activities: All programs that apply)

- 3) Improve management of high utilizers of health care services by creating 24-hour triage point at large hospital emergency rooms and strengthening cross-program service models

(Activities: All programs that apply)

- 4) Implement county contracts to provide an outpatient continuum of alcohol and drug treatment services for low-income residents, with priority emphasis on pregnant and parenting women

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Support Services for Client Receiving Drug and Alcohol)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☒ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☒ Customer Perspective ☐ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL D: IMPROVE CUSTOMER SERVICE

Objective 1: Improve responsiveness and service delivery

Strategies:

- 1) Use multiple communication strategies to ensure accurate and timely information about DSHS programs is available and accessible to clients, customers and the public

(Activities: All programs)

- 2) Reduce telephone waiting times for health care clients and providers by increasing use of technological solutions and improving process management of applications and claims

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Consolidated Drug Purchasing, Medically Indigent Program)

- 3) Improve vocational rehabilitation outcomes by providing timely service access, eligibility determinations and employment plan development

(Activities: Vocational Rehabilitation Direct Client Services, Vocational Rehabilitation Counseling and Guidance, Optional Health Care for Workers with Disability, Vocational Rehabilitation Projects and Grants)

- 4) Consult with and learn concerns from Tribes, consumers, communities, service providers, and other stakeholders to facilitate decision-sharing and co-production so our services can be responsive to the clients' cultural backgrounds and individual needs

(Activities: All programs that apply)

Objective 2: Improve customer satisfaction by effective use of customer feedback

Strategies:

- 1) Continue to identify opportunities to improve customer service based on results of DSHS Client Survey, Public Survey, Provider Survey and other customer feedback studies

(Activities: All programs that apply)

- 2) Encourage benchmarking by exchanging research data, success stories and best practices with other human service agencies, service providers and local community partners

(Activities: All programs that apply)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☐ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☒ Customer Perspective ☐ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL E: IMPROVE PREVENTION AND CARE

Objective 1: Expand prevention services and early intervention

Strategies:

- 1) Emphasize preventive health measures, encourage healthy lifestyle choices and reduce unintended pregnancy by distributing evidence-based information through many different community venues

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Consolidated Drug Purchasing, Medically Indigent Program)

- 2) Implement the exemplary substance abuse prevention and treatment programs through recognizing best practices that significantly impact prevention and treatment of alcohol and drug abuse

(Activities: Chemical Dependency Prevention Services)

- 3) Work with policy makers to formalize early intervention programs for infants and toddlers as a state priority

(Activities: Infant Toddler Early Intervention Program)

- 4) Collaborate with public and private partners to increase awareness of domestic violence and to prevent abuse or neglect of children

(Activities: Child Protective Services, Child Welfare Services, Family Reconciliation Services, Division of Licensed Resources, Adoption Services and Support, Behavioral Rehabilitation Services, Responsible Living Skills Program, Street Youth Services, Victim Assistance, Washington Council for the Prevention of Child Abuse and Neglect)

Objective 2: Strengthen case review and planning resources

Strategies:

- 1) Maintain a case review system in compliance with federal requirements where each child's written case plan is developed jointly with parents and the child, court and administrative review are done timely, and foster, pre-adopt and relative caregivers have opportunities to be heard

(Activities: Child Protective Services, Child Welfare Services, Family Reconciliation Services, Division of Licensed Resources, Adoption Services and Support, Behavioral Rehabilitation Services, Family Foster Home Care)

- 2) Improve eligibility assessment, case management, care planning and care coordination functions for long-term care and developmentally disabled clients

(Activities: Nursing Home Services, LTC In-home Services, Residential Programs, Residential Habilitation Facilities, Personal Care, Medicaid Program for Aged/Blind/Disabled, Optional Health Benefits: Dental, Vision, and Hearing, LTC Eligibility/Case Management Services, LTC Residential Community Services, Employment and Day Programs, Public Safety Services, Field Services, Family Support Program for Developmental Disabled Clients, LTC Adult Day Health Community Services, State Operated Living Alternatives, Program for All-Inclusive Care for the Elderly, Professional Services for DD Clients)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☒ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☒ Customer Perspective ☒ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL F: IMPROVE FINANCIAL RESOURCES MANAGEMENT

Objective 1: Strengthen cost effective service alternatives

Strategies:

- 1) Reduce unnecessary use of nursing facilities and institutions by continuing to refine case management strategies to relocate persons in home/community settings consistent with individual choice and safety

(Activities: Nursing Home Services, LTC In-home Services, Residential Programs, Residential Habilitation Facilities, Personal Care, Medicaid Program for Aged/Blind/Disabled, Optional Health Benefits: Dental, Vision, and Hearing, LTC Eligibility/Case Management Services, LTC Residential Community Services, Employment and Day Programs, Public Safety Services, Field Services, Family Support Program for Developmental Disabled Clients, LTC Adult Day Health Community Services, State Operated Living Alternatives, Program for All-Inclusive Care for the Elderly, Professional Services for DD Clients, Other Community Programs, Community Mental Health Prepaid Health Services, Mental Health Facilities Services, Other Community Mental Health Services)

- 2) Reduce high-cost use of emergency rooms, hospitals, pharmacy and nursing facilities by integrating health care and long-term care services to better manage Medicaid budget for high-risk and the aged/blind/disabled population.

(Activities: All programs that apply)

Objective 2: Improve business practices to increase accountability

Strategies:

- 1) Improve and maintain high standards for accurate and appropriate billing and payment, including post-payment review

(Activities: All programs that apply)

- 2) Utilize the new Medicaid Management Information System to support the efforts of preventing inappropriate payments, recovering overpayments, and expanding audit capacity

(Activities: All programs that apply)

- 3) Improve accounting processes, financial systems and payment data for better monitoring and greater accountability

(Activities: All programs that apply)

- 4) Develop an e-Child Care system that streamlines the child care authorization and payment process and improves payment accuracy and program integrity

(Activities: Working Connections Child Care Program)

Objective 3: Create coordinated program and fiscal oversight for Medicaid programs

Strategies:

- 1) Use Medicaid Architecture analysis to develop strategies for improving coordination of Medicaid programs

(Activities: All programs that apply)

- 2) Implement a collaborative methodology to employ an oversight mechanism for Medicaid management functions

(Activities: All programs that apply)

- 3) Re-examine the medical assistance benefit structure and eligibility standards

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Adoption Medical, Consolidated Drug Purchasing, Medically Indigent Program)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☐ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☐ Customer Perspective ☒ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL G: IMPROVE QUALITY ASSURANCE AND BUSINESS PRACTICES

Objective 1: Improve decision making, service standards and outcomes

Strategies:

- 1) Increase use of Enterprise Architecture framework to facilitate the decision making process for agencywide projects or initiatives

(Activities: All programs that apply)

- 2) Make adequate quality resources available for foster care, behavior rehabilitation services and adoption to meet recommended national standards

(Activities: Child Protective Services, Child Welfare Services, Family Reconciliation Services, Division of Licensed Resources, Adoption Services and Support, Behavioral Rehabilitation Services, Family Foster Home Care)

- 3) Conduct at least one on-site technical assistance survey of each certified chemical dependency treatment provider every three years, and provide technical assistance to help them achieve compliance with state and federal regulations and improve quality standards of care

(Activities: Community Based Drug and Alcohol Treatment Services, Residential Drug and Alcohol Treatment Services, Support Services for Client Receiving Drug and Alcohol)

- 4) Develop outcome measures of Integrated Treatment Model for the youth's residential care and parole aftercare, and implement a quality assurance program to enhance compliance with policies and procedures

(Activities: Institutional Services for State Committed Juvenile Offenders, Parole Transitional Services for State Committed Juvenile, Community Facility Transitional Services for State Committed Juvenile Offenders, Community Services for Locally Committed Juveniles, Preventative Services for Juveniles)

Objective 2: Increase the use of information systems and performance indicators

Strategies:

- 1) Establish common methods for sharing information between systems to better coordinate client care

(Activities: All programs that apply)

- 2) Create information system capacity to identify status, demographic characteristics, location and goals for children in foster care

(Activities: Child Protective Services, Child Welfare Services, Family Reconciliation Services, Division of Licensed Resources, Adoption Services and Support, Behavioral Rehabilitation Services, Family Foster Home Care)

- 3) Automate program reporting requirements for JRA's Integrated Treatment Model and include them in the Client Activity Tracking System

(Activities: Institutional Services for State Committed Juvenile Offenders, Parole Transitional Services for State Committed Juvenile, Community Facility Transitional Services for State Committed Juvenile Offenders, Community Services for Locally Committed Juveniles, Preventative Services for Juveniles)

- 4) Develop an information system that integrates quantitative and qualitative data across the mental health system

(Activities: Community Mental Health Prepaid Health Services, Mental Health Facilities Services, Other Community Mental Health Services)

- 5) Implement a Management Information System designed to collect, process and produce outcome data for alcohol and substance prevention efforts at the provider level

(Activities: Chemical Dependency Prevention Services)

Objective 3: Improve health care services and efficiencies

Strategies:

- 1) Prioritize the health care services that we purchase and apply evidence-based medicine to ensure effective coverage and access and to avoid unnecessary expenditures

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Consolidated Drug Purchasing, Medically Indigent Program)

- 2) Maximize inter/intra-agency coordination in benefit design, technology assessment and health care provider recruitment, and streamline processes to achieve administrative efficiencies

(Activities: Disproportionate Share Hospital/ProShare, Medical Eligibility Determination Services, Medical Care for General Assistance Unemployable and ADATSA. SCHIP, Consolidated Drug Purchasing, Medically Indigent Program)

This goal contributes to the following *Priorities of Government* results:

- ☒ Improve the health of Washington citizens
- ☒ Improve the security of Washington's vulnerable children and adults
- ☒ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☐ Customer Perspective ☒ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL H: IMPROVE ECO-ENVIRONMENTAL SUSTAINABILITY

Objective 1: Improve business practices to protect the environment

Strategies:

- 1) Use environmentally friendly products for all janitorial services in DSHS owned or leased facilities

(Activities: All programs that apply)

- 2) Require all new or significant remodeled DSHS leased office buildings to meet environmental standards

(Activities: All programs that apply)

Objective 2: Encourage efficient use of resources

Strategies:

- 1) Increase use of programs for salvage, reuse and recycling to include paper, aluminum cans, plastic, cardboard, glass and laptop batteries

(Activities: All programs)

- 2) Meet or exceed the Commute Trip Reduction goal of 35% of the established baseline

(Activities: All programs)

Objective 3: Promote awareness of sustainable practices

Strategies:

- 1) Educate all DSHS staff regarding the DSHS Sustainability Plan and sustainable practices

(Activities: All programs)

This goal contributes to the following *Priorities of Government* results:

- ☐ Improve the health of Washington citizens
- ☐ Improve the security of Washington's vulnerable children and adults
- ☐ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☐ Customer Perspective ☐ Financial Perspective ☒ Internal Process ☐ Learning/Growth

GOAL I: IMPROVE WORKFORCE DEVELOPMENT AND DIVERSITY

Objective 1: Advance professional and leadership development

Strategies:

- 1) Educate and motivate treatment professionals to implement research-based principles and evidence-based models to improve treatment retention and recovery rates

(Activities: All programs that apply)

- 2) Educate and motivate prevention professionals to use prevention research theories and components of a research-based program planning model

(Activities: All programs that apply)

- 3) Enhance awareness of risk management and implement business practices that ensure safety of employees and clients

(Activities: All programs)

- 4) Implement DSHS Leadership Enrichment and Development Program that encourages educational, mentoring and succession planning activities

(Activities: All programs)

Objective 2: Recruit and retain a diverse workforce

Strategies:

- 1) Improve staff retention rates and retain a diverse and professional staff that is comprised of ethnic minorities and individuals with disabilities

(Activities: All programs)

- 2) Increase employment of underrepresented groups to enhance capacity for delivery of culturally appropriate services

(Activities: All programs)

This goal contributes to the following *Priorities of Government* results:

- ☐ Improve the health of Washington citizens
- ☐ Improve the security of Washington's vulnerable children and adults
- ☐ Improve the safety of people and property

This goal contributes to the following *Balanced Scorecard* perspectives:

- ☐ Public Value ☐ Customer Perspective ☐ Financial Perspective ☒ Internal Process ☒ Learning/Growth



Photo by Debbie Preston, Northwest Indian Fisheries Commission